

7 July 1962

MEMORANDUM FOR THE DIRECTOR

1. General Blake is making courtesy calls and I have informed him that his prior calls on you and me would certainly constitute any courtesy call requirement.

2. However, I think it would be a good idea for you to see him again before he really gets to operating and to tell him where you think he should be headed. This you can do as Director of Central Intelligence rather than as head of CIA.

3. My agents tell me that there is a great deal of duplication in the cryptology field and that because the services do their own budget, it is possible that uniservice interests take precedence over the national interests. Additionally, a number of people have proposed that NSA start switching to the use of civilians in overseas areas for two reasons -- military personnel on a single tour are a real waste because of the short time trained personnel are available -- and secondly, the geography occupied by military installations overseas continues to dwindle. I am also told that the NSA staff is over-stuffed with a bureaucratic hierarchy consisting of many cliques worrying about their prerogatives rather than doing their jobs. I am also told that NSA is <sup>too</sup> busy attempting to analyze their information on an intelligence basis rather than getting the facts out to the intelligence organizations. This means that they delay key information in order to "get the whole problem wrapped up" with the result that the intelligence community gets vital information too little and too late. I am also told that NSA is not really geared up with adequate competence to do a proper job on their ELINT activity and that they need a lot of help in this area. Finally, I am told that they are oriented too much toward military requirements and not enough toward the diplomatic and cold war aspects of their task. I know little, if anything, about these agent reports except that they come from people who should be knowledgeable.

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4. You may or may not want to mention these things to Gordon Blake. My immediate reaction is that you should not -- but you could well point out that, from what you hear and have seen, he has a sizable task ahead of him in establishing adequate managerial and administrative conditions in his agency.

*13/ MSC*

MSC

MSC:blp

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